

# Benchmarking Bibliography

## ***Books***

Aleao, Yuji, ed. Hoshin Kanri: Policy Deployment for Successful TOM. Productivity Press, Cambridge, MA, 1991.

Benchmarking information can be of significant use in a company's strategic planning process. Hoshin Kanri is a strategic planning process that has been used in Japan for strategic direction setting. Akao has edited a collection of papers that describe the various aspects of this systems approach to managing strategic change in critical business processes. Benchmarking is a process for assuring that the goals set as strategic business targets are both achievable and will lead to competitive performance.

Alreck, Pamela L., and Settle, Robert B. The Survey Research Handbook. Richard D. Irwin, Homewood, IL, 1985.

This book provides a foundation for conducting surveys of potential benchmark target companies to determine relative performance.

Balm, Gerald J. Benchmarking: A Practitioner's Guide for Becoming and Staying Best of the Best. Quality & Productivity Management Association, Schaumburg, IL, 1992.

The author, a senior quality consultant with IBM in Rochester, Minnesota, emphasizes sound development of planning and measurement systems that are needed for operations and to support management long after the current wave of a benchmarking project is completed.

Benchmarking: Action Plans & Legal Issues. Bureau of Business Practice, Waterford, CT, 1994.

This book contains examples of benchmarking strategies of Baldrige winners, product companies and service companies. Other features include a chapter on global competitive benchmarking and another on benchmarking pitfalls and how to avoid them.

Bosomworth, Charles. The Executive Benchmarking Guidebook. Management Roundtable, Boston, 1993.

This book provides general guidelines, practical advice, techniques for data presentation, and a set of reproducible master worksheets. It has chapters on selecting team members, choosing metrics, baselining, and the site visit, among others.

Boxsvell, Robert J. Jr. Benchmarking For Competitive Advantage. McGraw-Hill, Inc., New York, 1994.

This book includes a brief history of strategic planning and of the evolution of benchmarking. It provides reasons for benchmarking and shows how to plan a benchmarking study.

Brassard, Michael. The Memory Jogger Plus +. Goal/QPC, Methuen, MA, 1989.

This book provides details of quality management and planning tools.

Camp, Robert. Benchmarking: The Search for Best Practices that Lead to Superior Performance. ASQC Press, Milwaukee, WI, 1989.

A landmark book, Benchmarking demonstrates that to be the "best of the best," companies must know what the best are doing and how they do it. Xerox's Robert Camp, a major champion of benchmarking, shares the rationale, process, and payoffs of benchmarking.

Camp, Robert. Business Process Benchmarking: Finding and Implementing Best Practices. ASQC Quality Press, Milwaukee, WI, 1995.

This book demonstrates that to be the "best of the best," companies must know what the best are doing and how they do it. Xerox's Robert Camp, a major champion of benchmarking, updates the rationale, process, and payoffs of benchmarking.

Chang, Richard Y. and Kelly, P. Keth. Improving Through Benchmarking. Richard Chang Associates, Inc., Publications Division, Irvine, CA, 1994.

Emery, C. William. Business Research Methods, Third Edition. Richard D. Irwin, Homewood, IL, 1985.

Emery provides a basic description of research methods for the "search" phase of benchmarking which seeks to discover what information is available about the companies you have targeted for study.

Global Benchmarking for Competitive Edge. London: The Economist Intelligence Unit, 1993.

This report analyses the evolution of the benchmarking process, the specific benefits that can be achieved, the planning required to undertake a successful benchmarking project, and future trends such as consortia benchmarking and global studies. Eleven company case studies are included.

Harrington, H. James. Business Process Improvement. McGraw-Hill, Inc., New York, NY, 1991.

This book is a fundamental reference for process benchmarking since it provides one of the best approaches to process improvement, the desired result from process benchmarking. It establishes the context for benchmarking. The five phases of business process improvement are: organizing for improvement, understanding the process, streamlining, measurement and control, and continuous improvement. The process of benchmarking is a necessary aspect of the measurement and control phase of business process improvement.

Implementing Benchmarking. Management Accounting Guidelines ( No. 16) Hamilton, Ontario: Certified Management Accountant (CMA); The Society of Management Accountants of Canada, 1993.

This publication is addressed to management accountants so that they can accelerate the introduction of benchmarking into their companies CPI program. It is designed to help make the management accountant a key contributor to the continuous improvement process in the organization. It provides practical operating principles and recommended approaches for implementing benchmarking.

Jacobson, Gary and Hillkirk, John. Xerox: American Samurai. MacMillan Publishing Company, New York, NY, 1986.

Jacobson and Hillkirk relate the case study of Xerox and its use of benchmarking to arrive at the state of "dantotsu," or best of the best.

Karlof, Bengt and Ostblom, Svante. Benchmarking: A Signpost to Excellence in Quality and Productivity. John Wiley & Sons, New York, 1993.

The authors explain the effect of benchmarking upon a company's development. This process is defined as benchlearning. The book illustrates how to cultivate a learning organization, how to acquire, absorb, share and apply new knowledge with a view to constantly improving performance.

McNair, C.J. and Leibfried, Kathleen H. J. Benchmarking: A Tool for Continuous Improvement. Oliver Wight Publications, Inc., Essex Junction, VT, 1992.

In this book from the Coopers & Lybrand Performance Solution Series, the authors show how a company must constantly measure itself against the competition in product comparison, manufacturing process, staff management and other key areas. The text contains numerous case study examples.

Mills, Charles A. The Quality Audit: A Management Evaluation Tool. McGraw-Hill, New York, NY 1989.

Knowledge of internal processes is essential to good benchmarking. One way to obtain an understanding of the current status of an organization's internal processes is to perform an audit or internal assessment by management. This book provides a look at this process from three points of view: the client of the audit, the organization being audited, and the auditor. It provides a good summary of the process.

Rummler, Geary A. and Brache, Alan P. Improving Performance: How to Manage the White Space on the Organization Chart. Jossey-Bass, San Francisco, CA, 1990.

This book describes organizations as adaptive systems and delineates three levels of performance that can be measured and improved: the organizational level, the process level, and the job performance level. Rummler and Brache observe that before performance can be managed, clear expectations for that performance must be established and communicated. They present an approach to performance measurement that is linked to strategy and reflects the improvements desired in the processes.

Spendolini, Michael J. The Benchmarking Book. AMACOM, a division of American Management Association, New York, NY, 1992.

This book provides a synthesis of lessons learned from pioneering benchmarking companies such as Xerox, AT&T, Motorola, IBM, DEC, DuPont, and Boeing. Included is a basic model showing steps needed to establish a benchmarking program.

Watson, Gregory H. Strategic Benchmarking: How to Rate Your Company's Performance Against the World's Best. John Wiley & Sons, Inc., New York, 1993.

Watson's book goes beyond the simple "how to" of the process to show managers exactly how benchmarking fits into long-term strategic planning. It illustrates various applications of the benchmarking concept through case studies involving Xerox, Hewlett-Packard, General Motors, and other major corporations.

Watson, Gregory H. The Benchmarking Workbook: Adapting Best Practices for Performance Improvement. Productivity Press, Cambridge, MA, 1992.

This practical guide to getting started in process benchmarking presents the stages of a benchmarking study in six clear steps that correlate with the TQM improvement cycle: Plan-Do-Check-Act (PDCA). It includes reproducible forms and a continuing case study that shows how benchmarking can benefit your company.

## ***Reports***

**The following reports are available through the American Productivity & Quality Center:**

“APQC International Benchmarking Clearinghouse, The Benchmarking Management Guide.” Productivity Press, Cambridge, MA, 1993.

Written for managers, this guide helps the reader plan, organize, and introduce benchmarking into an organization. Information from surveys of Clearinghouse members provides unique insights into the benchmarking process.

“The Best of Benchmarking: A Best Practices Guide.” APQC, Houston, TX, 1994.

The “Best of Benchmarking” is a practical “how-to” guide to benchmarking based on the 1993-1994 International Benchmarking Clearinghouse awards. This publication is organized so that critical success factors and characteristics of the award recipients' studies can be accessed easily. It captures insights and tools from some of the best benchmarking studies done to date.

“Benchmarking the Best: A Look at the Finalists' Applications for the 1992 International Benchmarking Awards.” APQC, Houston, TX, 1993.

Included in this publication are seven finalist applications for the inaugural APQC Benchmarking Awards, which honor outstanding achievement in the areas of benchmarking studies and research, and organizational excellence in benchmarking. Case studies feature Eastman Kodak, SunHealth alliance, and Digital Equipment.

“Pathways: Benchmarking.” APQC, Houston, TX, 1993.

This collection features 16 APQC articles on benchmarking. Topics include legal and ethical issues in benchmarking, deciding what to benchmark, and the future of benchmarking.

“Surveying Industry's Benchmarking Practices: Full Report.” APQC, Houston, TX, 1992.

This is a precedent-setting study. APQC's International Benchmarking Clearinghouse surveyed its members in late 1991 as a step toward developing a collective knowledge base of benchmarking practices. The report features quantitative data on major benchmarking practices, including project costs and cycle time.

**The following reports are available from suppliers as indicated:**

“Beating the Competition: A Practical Guide to Benchmarking.” Kaiser Associates, Inc., Vienna, VA, 1988. *Available from KaiserAssociates 703-827-9400*

“Benchmarking.” GOAL/QPC Research Committee 1991 Research Report No. 91-01, GOAL/QPC, Methuen, MA, 1991. *Available from GOAL/QPC 508-685-3900*

“Best Practices: How to Avoid Surprises In the World's Most Complicated Technical Process, The Transition from Development to Production.” Best Manufacturing Practices Program, Department of the Navy, Washington, DC, 1986. *Available from the Superintendent of Documents, US Government Printing Office, Washington, DC, or BMP Program Office, 703-602-2128.*

International Quality Study. A Joint Effort between Ernst & Young and the American Quality Foundation. *Available from the American Society for Quality Control 800-2481946*

## *Videos*

**The following videos are available from the APQC International Benchmarking Clearinghouse:**

“BENCHMARKING”

Illustrated in this series are real-life examples of companies who are in different stages of the Benchmarking process. Robert Camp of the Xerox Corporation and the best-selling author of the book Benchmarking, appears throughout the series providing valuable insight into each phase of the benchmarking process. (47 minutes)

\* **Program One: Getting Started in the Benchmarking Process**

Features the Norand Corporation and Phillips Petroleum and explains why they decided on benchmarking as a quality improvement tool. (14 minutes)

\* **Program Two: Effective Benchmarking**

Features Pacific Bell and USAA as they go through the process of conducting research to identify the best in class. (17 minutes)

\* **Program Three: Integrating Benchmarking Data Into the Strategic Process**

Features Baldrige Award winners Solectron and Digital Equipment. You see each of their teams discussing the information gained from their separate benchmarking site visits. (16 minutes)